



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

September 14, 2009

Ordinance 16202

Proposed No. 2008-0221.3

Sponsors Hague, Gossett, Phillips,
Constantine, Patterson, Ferguson
and Lambert

1 AN ORDINANCE creating a countywide performance and
2 accountability system, known as the performance and
3 accountability act; amending Ordinance 11980, Section 3,
4 and K.C.C. 2.10.010, Ordinance 11980, Section 2 and
5 K.C.C. 2.10.020, adding new sections to K.C.C. chapter
6 2.10 and repealing Ordinance 11980, Section 4, and K.C.C.
7 2.10.030, Ordinance 11980, Section 5, and K.C.C. 2.10.040,
8 and Ordinance 11980, Section 6, and K.C.C. 2.10.050.

9

10 STATEMENT OF FACTS:

- 11 1. King County citizens demand and deserve accountability from their
12 government.
- 13 2. County government must continuously improve its management and
14 accountability so citizens receive maximum value for their tax dollars.
- 15 3. King County citizens should have the opportunity to be engaged in
16 establishing priorities for their government and evaluating how well the
17 county is meeting its goals.

18 4. Performance management and measurement can be an effective tool
19 that should be used by county residents, elected leaders and policy makers
20 to prioritize county goals and align public services and budgets to those
21 goals.

22 5. Performance management and measurement should be used by elected
23 leaders, policy makers and managers for strategic planning, program
24 evaluation and budgeting.

25 6. All county agencies, departments and offices should develop a
26 performance-based culture that can better demonstrate performance
27 achievement and accountability to county citizens.

28 7. The metropolitan King County council has been a leader in promoting
29 performance measurement in county government.

30 8. In 2007, the metropolitan King County council recognized the King
31 County executive for receiving the Association of Government
32 Accountants' certificate of achievement in performance reporting for the
33 executive branch of county government.

34 9. In 2002, the metropolitan King County council adopted Motion 11561,
35 which encouraged the executive to broaden and deepen the use of
36 performance measurement throughout county government as a way of
37 enhancing management of scarce resources and demonstrating
38 accountability.

39 10. In 2003, the metropolitan King County council passed Motion 11739,
40 which created a collaborative performance measurement work group to
41 advise the county auditor and requested the executive to participate.

42 11. In 2004, the metropolitan King County council passed Motion 12005,
43 which expanded the work group to include representatives from the county
44 assessor, the King County sheriff, the King County prosecutor, the
45 presiding judge of district court and the presiding judge of superior court.

46 12. In 2005, the metropolitan King County council passed Motion 12161,
47 which called for the work group to develop a plan with feasible next steps
48 for establishing a countywide system of strategic performance
49 measurement and reporting that is directly linked to resource allocation
50 decisions and is publicly reported.

51 13. In 2006 the metropolitan King County council passed Motion 12163,
52 which adopted the work plan for developing a countywide strategic
53 planning, performance measurement and management system and directed
54 the county auditor to continue developing the system.

55 14. The work plan for developing a countywide strategic planning,
56 performance measurement and management system included a
57 recommendation to prepare revisions to county code to promote
58 compliance with planning and performance measurement requirements.

59 County code revisions contained in this ordinance encourage the
60 development of a performance-based county culture that can better

61 demonstrate performance achievement and accountability and to its
62 citizens.

63 15. In 2008, King County launched the equity and social justice initiative
64 to take aim at long-standing and persistent local inequities and injustices.
65 In April 2008, the board of health passed Resolution 08-04 encouraging
66 the King County council to work collaboratively with executive staff to
67 develop and adopt a policy framework that defines the equity and social
68 justice initiative and provides policy direction regarding the county's roles
69 and responsibilities in promoting equity and social justice in King County.
70 The county council is preparing a policy framework for the equity and
71 social justice initiative which will include how the initiative shall be
72 governed and managed.

73 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

74 SECTION 1. Ordinance 11980, Section 3, and K.C.C. 2.10.010 is hereby amended
75 to read as follows:

76 ~~((The purpose of defining and implementing a system of performance measures
77 for King County shall be:~~

78 ~~A. Establishing clear and understandable outcomes that are accepted by policy
79 makers for departments.~~

80 ~~B. Seeking input from, and communicating to, the public and to county
81 employees clear outcomes and expectations.~~

82 ~~C. Establishing a dynamic internal process that will provide information to insure
83 that outcomes are being accomplished.~~

84 ~~D. Preparing and distributing to both the public and to policy makers a report on~~
85 ~~whether outcomes have been accomplished.))~~ The purpose of creating and implementing
86 a countywide performance and accountability system shall be to:

87 A. Promote a culture of accountability within King County government;

88 B. Demonstrate to the public and its decision makers the county's achievement in
89 meeting its prioritized goals;

90 C. Engage the public in the development of countywide priorities as part of the
91 development of a countywide strategic plan;

92 D. Assist county elected leaders in making policy and budget decisions; and

93 E. Increase the ability of county managers and staff to improve county
94 management and customer service delivery and assess program effectiveness.

95 In order for the performance and accountability system to be successful it is the
96 intent of King County that the system shall use strategic business planning to develop
97 high-level strategic plans for the entire county government and for each individual county
98 agency, executive department and office. Strategic plans and annual business plans shall
99 be directly related to the executive proposed county budget. An executive office will be
100 created to provide leadership in and coordination of countywide performance
101 management and measurement. It is the intent that the countywide performance and
102 accountability system be developed and implemented in a fiscally responsible manner.

103 SECTION 2. Ordinance 11980, Section 2, and K.C.C. 2.10.020 are each hereby
104 amended to read as follows:

105 ~~((All words used herein shall have their common and usual meanings, except as~~
106 ~~otherwise specified below:~~

107 A. ~~"King County" or "King County government" shall mean the council's~~
108 ~~agencies and all departments, divisions, sections, units, programs, offices and agencies of~~
109 ~~the executive branch including the department of metropolitan services and all of its~~
110 ~~functional parts.~~

111 B. ~~"Mission" and "Mission statement" shall mean the written statement of~~
112 ~~purpose establishing the reason for which an agency of King County government exists,~~
113 ~~which shall generally be consistent with the council adopted goals and guiding principles~~
114 ~~for the new consolidated county government.~~

115 C. ~~"Goal" shall mean a general statement of purpose which establishes the~~
116 ~~direction for a component of an agency's mission.~~

117 D. ~~"Objective" shall mean a statement of measurable outcomes and/or~~
118 ~~achievements within a timeframe, where applicable, which contribute toward the~~
119 ~~accomplishment of a goal.~~

120 E. ~~"Performance measures" shall mean empirical standards which accurately~~
121 ~~reflect whether an objective has been accomplished.)) The definitions in this section~~
122 ~~apply throughout this chapter unless the context clearly requires otherwise.~~

123 A. "Accountability" means a process to set priorities, measure performance, and
124 inspire the workforce to improve the overall performance and customer service of county
125 government. County leadership should relentlessly follow up on commitments made in
126 strategic and business plans and should also regularly monitor results over time to verify
127 that change is real and sustainable.

128 B. "Agency" means the legislative branch, prosecuting attorney's office, superior
129 court, district court, sheriff's office and the assessor's office.

130 C. "Benchmarks" means internal or external points of comparison to help
131 understand performance results and should be used to help set targets and provide context
132 for county results.

133 D. "Business plan" means a plan that reflects how individual agencies,
134 departments, divisions or offices will contribute to achievement of the goals identified in
135 the strategic plan during the next one to two years. The business plan provides an
136 opportunity for continuous monitoring of the strategic plan. In addition to stating the
137 agency's vision, mission and goals, the business plans shall identify internal and external
138 change dynamics and strategies and evaluate how they will affect budget priorities and
139 program direction. Business plans should be aligned with the budget and should provide
140 performance measures that support budget decisions.

141 E. "Executive branch departments and offices" means all county departments and
142 offices directly reporting to the county executive.

143 F. "Goals" means the results that the organization plans to achieve within a defined
144 period of time.

145 G. "King County" or "countywide" means all county agencies and executive
146 branch departments and offices.

147 H. "Mission statement" means the purpose of the organization. The purpose shall
148 be described in terms of the outcomes or results the organization intends to achieve.

149 I. "Objectives" means the identification of some of the specific ways in which goals
150 are to be achieved.

151 J. "Operational master plan" means the comprehensive plan for an agency setting
152 forth how the organization will operate now and in the future. An operational master plan

153 builds on an organization's strategic plan and shall include analysis of agency strategies,
154 alternatives and their lifecycle costs to accomplish defined goals and objectives,
155 performance measures, projected workload, needed resources, implementation schedules
156 and general cost estimates. The operational master plan shall also address how the
157 organization will respond in the future to changed conditions. K.C.C. 4.04. 200 requires
158 that an operational master plan is done in conjunction with the director of the office of
159 management and budget. The completed operational master plan includes an
160 implementation plan and schedule and feeds into capital planning efforts for an
161 organization.

162 K. "Outcomes" means results that are expected to be achieved and assessed by the
163 use of performance measures that can indicate a rate of change over time. They measure
164 the extent to which goals and objectives have been achieved.

165 L. "Performance management" means the systemic use of performance
166 measurement information to help set performance goals, allocate and prioritize resources,
167 inform decision making about program performance, policy and budget, to evaluate results
168 achieved and to report on the success of meeting goals.

169 M. "Performance measure" means a quantifiable, enduring measurement of the
170 amount, quality, efficiency or effectiveness of products or services produced by an agency,
171 department, office or program.

172 N. "Performance measurement" means the identification and ongoing monitoring
173 and reporting of program or agency results, particularly progress toward preestablished
174 goals.

175 O. "Strategic plan" means a plan that clarifies the strategic direction on where an
176 organization will be in five years and how it intends to get there. A strategic plan should
177 define the current status of the organization, including its vision, mission and goals. It
178 should also identify strengths, weaknesses, opportunities and challenges, both internal and
179 external, that will either advance or impede the execution of the plan. A strategic plan
180 should include prioritized strategies and actions that describe how goals will be achieved
181 given the projected opportunities and challenges. The strategic plan should also include a
182 monitoring plan that describes, tracks and evaluates key outcomes to be achieved and high-
183 level performance measures relevant to the stated goals.

184 P. "Targets" means a quantified statement of what level of performance a program
185 or agency plans to achieve. Targets help to evaluate performance and should be based on
186 baseline data, regulatory or industry standards, policy decisions, program evaluation, or the
187 performance of comparable organizations or benchmarks.

188 Q. "Vision" means the vision statement that describes what the agency,
189 department, office or program would like to achieve by delivering on the stated mission.
190 The vision should be stable and can be very long-term and difficult to achieve. The vision
191 shall be specific to the mission of the organization.

192 NEW SECTION. SECTION 3. There is hereby added to K.C.C. chapter 2.10 a
193 new section to read as follows:

194 A. King County shall develop an effective performance management and
195 accountability system designed to enhance government accountability, transparency,
196 service performance and resource allocation.

197 B. The King County performance management and accountability system should
198 be guided by the following guiding principles:

199 1. There is consensus among county leadership that the performance management
200 and accountability system effectively aligns collaborative efforts towards common county
201 goals while respecting the needs of individual agencies to pursue organizational goals, and
202 separately elected officials' obligation to deliver on their commitments to the public;

203 2. The public and elected leaders are engaged to develop countywide prioritized
204 goals and align services to those goals;

205 3. King County publicly reports on how well it is meeting its performance goals;

206 4. Performance measures are directly linked to policy and resource allocation
207 decisions;

208 5. Performance measurement is used by managers for strategic planning, program
209 evaluation, operational improvements and budgeting; and

210 6. Performance measures are not to be used in a punitive manner but are used to
211 support continuous organizational evaluation and improvement in collaboration with the
212 workforce.

213 SECTION 4. Ordinance 12075, Section 3, as amended, and K.C.C. 2.16.025 are
214 each hereby amended to read as follows:

215 The county executive shall manage and be fiscally accountable for the office of
216 management and budget and the office of business relations and economic development.

217 A. The office of management and budget functions and responsibilities shall
218 include, but not be limited to:

- 219 1. Planning, preparing and managing, with emphasis on fiscal management and
220 control aspects, the annual operating and capital improvement budgets;
- 221 2. Preparing forecasts of and monitor revenues;
- 222 3. Monitoring expenditures and work programs in accordance with Section 475 of
223 the King County Charter;
- 224 4. Developing and preparing expenditure plans and ordinances to manage the
225 implementation of the operating and capital improvement budgets throughout the fiscal
226 year;
- 227 5. Developing and using outcome-based performance indicators to monitor and
228 evaluate the effectiveness and efficiency of county agencies;
- 229 6. Formulating and implementing financial policies regarding revenues and
230 expenditures for the county and other applicable agencies;
- 231 7. Performing program analysis, and contract and performance evaluation review.
- 232 8. Collecting and analyzing land development, population, housing, natural
233 resource enhancement, transportation and economic activity data to aid decision making
234 and to support implementation of county plans and programs, including benchmarks; and
- 235 9. Developing and transmitting to the council, concurrent with the annual
236 proposed budget, supporting materials consistent with K.C.C. 4.04.030.
- 237 B. The county executive is requested to transmit to council an organizational
238 report, proposed ordinance and fiscal note by August 15, 2008, creating an executive
239 office responsible for performance management functions and responsibilities which
240 shall include, but not be limited to the following functions listed as one through eight.
241 The organizational report shall include an analysis and executive recommendation on

242 whether the equity and social justice initiative should be managed in the executive office
243 responsible for performance management. The report, proposed ordinance and fiscal
244 note must be filed in the form of twelve copies with the clerk of the council, who will
245 retain the original and will forward copies to each councilmember and to the lead staff for
246 the general government and labor relations committee:

247 1. Providing leadership and coordination in performance management and
248 measurement countywide;

249 2. Overseeing the development of strategic plans and business plans for each
250 executive branch department and office;

251 3. Providing technical assistance on the development of strategic plans and
252 business plans for agencies;

253 4. Overseeing the production of an annual performance report for the executive
254 branch;

255 5. Managing an ongoing review of executive branch departments' and offices'
256 performance, known as the KingStat program;

257 6. Conducting public engagement about county performance management and
258 reporting activities;

259 7. Overseeing the production of a countywide strategic plan and annual
260 performance report that includes all branches of county government; and

261 8. Making annual presentations to committee of the whole on the countywide
262 annual performance report and countywide strategic plan.

263 C. The office of business relations and economic development functions and
264 responsibilities shall include, but not be limited to:

- 265 1. Developing proposed policies to address economic development;
- 266 2. Providing quarterly economic reports to the executive and the council that
- 267 characterize trends in employment, unemployment, business operations including layoff
- 268 warnings required under state law and other factors that are useful in understanding
- 269 economic trends;
- 270 3. Establishing, fostering and maintaining healthy relations with business and
- 271 industry;
- 272 4. Optimizing the value of county-controlled assets, such as the King County
- 273 airport, as engines for economic growth, recognizing that it may be in the public interest
- 274 to foster job creation expansion of the tax base rather than maximizing direct revenue to
- 275 the county from a particular asset;
- 276 5. Managing programs and developing projects that promote economic
- 277 development, assist communities and businesses in creating economic opportunities,
- 278 promote a diversified regional economy, promote job creation with the emphasis on
- 279 family-wage jobs and improve county asset management. A report on these activities
- 280 shall be included in the quarterly report required under subsection B.2 of this section;
- 281 6. Providing assistance to other county departments to determine if real property
- 282 or other assets may be managed for economic development purposes to create jobs and
- 283 expand private investment or administered in a manner that will provide additional
- 284 revenue to the county;
- 285 7. Managing the boost, apprenticeship and business development programs
- 286 including the following functions:

287 a. administering the discrimination and affirmative action in employment by
288 contractors', subcontractors' and vendors' policies under K.C.C. chapter 12.16;

289 b. administering the boost program for the use of small economically
290 disadvantaged businesses on county contracts under K.C.C. chapter 4.19; and

291 c. administering the federal Americans with Disabilities Act of 1990 and
292 federal Rehabilitation Act of 1973, Section 504, policies related to obligations of
293 contractors with the county;

294 8. Serving as the disadvantaged business enterprise liaison officer for federal
295 Department of Transportation and other federal grant program purposes; and

296 9. Managing the county's landmark preservation program including the
297 following functions:

298 a. administering landmark designation and regulation functions under K.C.C.
299 chapter 20.62;

300 b. serving as the county's historic preservation officer under the county's
301 certified local government agreement with the state and for federal grant program
302 purposes;

303 c. administering the landmark rehabilitation and improvement loan program in
304 partnership with local financial institutions, administering the special valuation program
305 under chapter 84.26 RCW and assisting with the current use taxation program for cultural
306 resources;

307 d. providing oversight and assistance to other county departments to ensure
308 compliance with federal, state and local cultural resource laws; and

309 e. preparing and administering interlocal agreements between the county and
310 cities related to landmark designation and protection services.

311 ~~((C:))~~ D. The executive may assign or delegate budgeting, business relations and
312 economic development functions to employees in the office of the executive but shall not
313 assign or delegate those functions to any departments.

314 NEW SECTION. SECTION 5. There is hereby added to K.C.C. chapter 2.10 a
315 new section to read as follows:

316 A. The county shall use a variety of means to involve the public in the review of
317 King County priorities, community indicators and the countywide strategic plan. The
318 public may:

- 319 1. Review King County public priorities based on community performance
320 indicators every five years to guide the development of the countywide strategic plan;
- 321 2. Review the King county strategic plan proposed by the executive;
- 322 3. Make recommendations on how to improve reporting to the performance
323 management director on the performance of county government in meeting its goals; and
- 324 4. Review agency and department strategic plans to determine if the plans are
325 linked to the countywide strategic plan.

326 B. The public may make suggestions on these subjects to the performance
327 management director.

328 NEW SECTION. SECTION 6. There is hereby added to K.C.C. chapter 2.10 a
329 new section to read as follows:

330 A. The performance management workgroup is hereby created. The workgroup
331 shall provide a forum for managers and others responsible for performance management

332 across county government to coordinate implementation of the goals of the countywide
333 performance management and accountability system, including the countywide strategic
334 plan. The workgroup shall advise the county council and shall be chaired by the county
335 auditor. The workgroup shall meet at least quarterly.

336 B. Members of the workgroup shall include personnel from the following agencies,
337 department and offices:

- 338 1. The council;
- 339 2. The sheriff;
- 340 3. The prosecuting attorney;
- 341 4. The assessor;
- 342 5. The superior court;
- 343 6. The district court;
- 344 7. The auditor;
- 345 8. Each executive branch department;
- 346 9. The office of information resources management;
- 347 10. The office of management and budget; and
- 348 11. The performance management director.

349 C. The performance management workgroup shall:

350 1. Advise on implementation of a countywide performance management and
351 accountability system.

352 2. Provide a collaborative forum among county peers on performance
353 management and measurement and coordinate with potential partners outside of King
354 County government.

355 3. Advise on the county's training curriculum on performance management and
356 measurement.

357 4. Advise on new developments in the filed and potential opportunities to improve
358 the county's performance management and accountability system.

359 NEW SECTION. SECTION 7. There is hereby added to K.C.C. chapter 2.10 a
360 new section to read as follows:

361 Beginning in 2009, the county executive shall report to the public and the
362 metropolitan King County council on countywide performance. The report shall be
363 produced by June 30 every year based on the previous year of data. Eleven copies of the
364 report shall be filed with the clerk of the council, for distribution to all councilmembers.

365 NEW SECTION. SECTION 8. There is hereby added to K.C.C. chapter 2.10 a
366 new section to read as follows:

367 A. Beginning in 2009 and every five years thereafter, the county executive shall
368 develop a countywide strategic plan to guide the ongoing and proposed activities of the
369 county for the next five years. The countywide strategic plan should take into
370 consideration the collective aspirations of the community, as well as the views and
371 recommendations of the public and countywide elected officials.

372 B. In between the five year updates, the countywide strategic plan shall be revised
373 and updated as needed by the county executive in consultation with the public and
374 countywide elected officials.

375 C. The countywide strategic plan and any updates shall be transmitted to the
376 council by motion by December 15 for the council's review and comment after review by
377 countywide elected officials.

378 D. The countywide strategic plan shall serve as the framework for countywide
379 priority setting, business planning, budget development, resource allocation and leadership
380 and managerial accountability.

381 E. The countywide strategic plan shall include, but shall not be limited, to the
382 following:

- 383 1. A vision and mission statement for King County government;
- 384 2. Prioritized medium- to long-range goals;
- 385 3. Priority outcomes relative to each goal with a primary agency, department or
386 office accountable to achieve each goal; and
- 387 4. Performance measures for each goal with a primary agency, department or
388 office accountable for improvement of each performance measure.

389 NEW SECTION. SECTION 9. There is hereby added to K.C.C. chapter 2.10 a
390 new section to read as follows:

391 A. Beginning in 2010, each county agency, department and office shall develop a
392 strategic plan to guide its ongoing and proposed activities for a five year period. Each
393 county agency, department and office strategic plan shall be revised and updated at least
394 every five years.

395 B. Each county agency, department and office strategic plan and updates shall be
396 linked to the countywide strategic plan and updates.

397 C. Each county agency, department and office strategic plan and updates shall be
398 transmitted to Council by motion for its review and approval. The performance
399 management work group may review any county agency, department and office strategic
400 plan and updates before transmittal to the King County council.

401 D. The agency, department and office strategic plans shall serve as the framework
402 for priority setting, business planning, budget development, resource allocation and
403 leadership and managerial accountability.

404 E. The agency, department and office strategic plans shall include, but shall not be
405 limited, to the following components:

- 406 1. A vision and mission statement for the agency, department or office;
- 407 2. Prioritized medium- to long-range goals;
- 408 3. Priority outcomes relative to each goal with a primary manager accountable to
409 achieve each goal;
- 410 4. Performance measures for each goal with a primary agency, department or
411 office accountable for improvement of each performance measure; and
- 412 5. Operational master plans may also be included.

413 F. For the purpose of this ordinance, existing operational master plans or strategic
414 plans that include the elements described in Part E above are deemed to meet the intent of
415 this requirement. These existing plans shall be updated five years from their date of original
416 completion.

417 NEW SECTION. SECTION 10. There is hereby added to K.C.C. chapter 2.10 a
418 new section to read as follows:

419 A. Each county agency, department and office shall develop a business plan to
420 guide its ongoing and proposed activities for a one- to two-year period. Each county
421 agency, department and office business plan shall be revised and updated annually.

422 B. Each county agency, department and office business plan shall be transmitted to
423 King County council along with the county executive proposed King County budget after
424 review by the performance management director and the office of management and budget.

425 C. The agency, department and office annual business plans shall be directly
426 related to their strategic plans, strategic plan updates and to the county executive-proposed
427 King County budget.

428 D. The agency, department and office business plans shall include, but shall not be
429 limited, to the following components:

- 430 1. A vision, mission and goals for the agency, department or office;
- 431 2. Objectives and strategies to accomplish goals;
- 432 3. Internal and external change dynamics and strategies and an evaluation of how
433 they will affect budget priorities and program direction;
- 434 4. A prioritized list of recommended budget changes to reflect change dynamics,
435 funding, and goal achievement; and
- 436 5. Performance measures for each goal or program to help determine the impact
437 of the proposed budget change with a primary manager listed as accountable for
438 improvement of each performance measure.

439 NEW SECTION. SECTION 11. There is hereby added to K.C.C. chapter 2.10 a
440 new section to read as follows:

441 It is the intent that there be an ongoing dialogue between the county council and
442 agency, department and office directors on the countywide performance reports and
443 strategic plans and individual agency, department and office strategic plans and business
444 plans.

445 To assist in this review, the performance management director shall present to the
446 county council the annual countywide performance report and countywide strategic plan. It
447 is the intent that the county council will review department, office and agency strategic
448 plans and business plans on a periodic basis.

449 SECTION 12. Ordinance 11980, Section 4, and K.C.C. 2.10.030, Ordinance
450

Ordinance 16202

451 11980, Section 5, and K.C.C. 2.10.040, and Ordinance 11980, Section 6, and K.C.C.
452 2.10.050 are each hereby repealed.
453

Ordinance 16202 was introduced on 4/14/2008 and passed as amended by the Metropolitan King County Council on 7/7/2008, by the following vote:

Yes: 9 - Ms. Patterson, Mr. Dunn, Mr. Constantine, Ms. Lambert, Mr. von Reichbauer, Mr. Ferguson, Mr. Gossett, Mr. Phillips and Ms. Hague
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

ATTEST:

APPROVED this ____ day of _____, _____.

Attachments None